



FY 1999 Performance Report



American Citizens and U.S. Borders

National Interest: American Citizens and Border Security

Performance Goal 7

Strategic Goal	Enhance the ability of American citizens to travel and live abroad securely			
Outcome Desired	U.S. citizens will have the information and services they need to travel and reside abroad			
Performance Goal	State will provide American citizens services knowledgeably, efficiently, and courteously			
Strategies & Tactics	<ul style="list-style-type: none">• Protect Americans abroad through high-quality consular services.• Use all available means, including the latest technologies, to exploit the consular information program for the benefit of Americans and to facilitate public access to information on consular services and safety abroad.• Prepare for crises abroad and aviation accidents in order to help Americans affected by such incidents. In the aftermath of emergencies and disasters, assist American victims and their relatives.• Invest in personnel and augment their skills to enable them to provide world-class service to Americans.			
Indicators		Baseline FY '98	Target Level FY '99	FY '00Target
<ul style="list-style-type: none">• Use of the Internet to disseminate information on consular services and travel safety.• Status of Y2K compliant American Citizen Services system.• Memoranda of Understanding between State and each of the 216 domestic and international airlines serving the United States regarding U.S. citizen passengers in the event of an air disaster.• <u>Case workload per officer to left-behind parents in child abduction cases.</u>		see attached	see attached	see attached
		see attached	see attached	see attached
		see attached	see attached	see attached
		see attached	see attached	see attached
Resources				
Personnel Resources:		76		
State Operations: (Fee funded (MRV)		200,000		
Foreign Operations:				
Admin:				
TOTAL:		200,000		
Country	Worldwide			
Lead & Partners	Lead: CA & L Partners : H, FSI, DS, S/CT, PA, S-S/O, M, FMP, FBO, A, INR, IM, Regional Bureaus, Overseas Missions, DOJ, NGOs			

Performance Goal 7

Data Verification and Validation

Verification

Data Source: CA

Data Storage: CA

Frequency: CA

Validation: No known data source outside State.

**Assumptions and
External Factors**

- The number of U.S. citizens who travel or reside abroad will continue to increase, as will the demand for services.

Alternative Indicator Sheet

National Interest: American Citizens and U.S. Borders

Performance Goal 7

Strategic Goal: Enhance the ability of American citizens to travel and live abroad securely

Indicator(s)	Baseline FY-'98	Target Level FY-'99	Target Level – '00
<p>Use of the Internet to disseminate information on consular services and travel safety.</p>	<p>CA's website averages 70,000 accesses per day. 95% of users found the information helpful.</p>	<p>Successful: CA's website averages 100,000 accesses per day. 95% of users find the information helpful.</p> <p>Minimally Effective: Hits on web site remain at FY 1998 levels. 75% of users find the information helpful.</p> <p>Unsuccessful: Hits on web site remain at FY 1998 levels. Less than 50% of users find the information helpful.</p> <p>In FY 1999, CA's web site received 55.7 million hits, averaging 152,659 hits per day. 93% of users surveyed found the information helpful. Earned more "best of the web" kudos. Launched web site sections on student safety abroad; Y2K; and crisis awareness, preparedness, and response.</p>	<p>Successful: CA's website averages 150,000 accesses per day. 95% of users find the information helpful.</p> <p>Minimally Effective: Hits on web site remain at FY 1999 levels. 75% of users find the information helpful.</p> <p>Unsuccessful: Hits on web site remain at FY 1999 levels. Less than 50% of users find the information helpful.</p>

Alternative Indicator Sheet

National Interest: American Citizens and U.S. Borders

Performance Goal 7

Strategic Goal: Enhance the ability of American citizens to travel and live abroad securely

<p>Status of Y2K compliant American Citizen Services system.</p>	<p>80 of 229 planned installations have the Y2K ACS system.</p>	<p>Successful: All 229 installations have the Y2K compliant ACS system.</p> <p>Minimally Effective: Installations at posts handling 90% of ACS work.</p> <p>Unsuccessful: Installations at 100 additional sites.</p> <p>In FY 1999, we completed installation of ACS system, Phase II, in OCS and 230 operating consular sections. 3 sites are replicating data to and from Washington. Improved response time and functionality. 120 posts have capability to check passport issuance records maintained in Washington. Special section of CA's internal web site facilitates exchange of news, views, innovations, and best practices between ACS database users and ACS Development Team and help desk. It links to Federal Voting Assistance Program web site to improve dissemination of that information to public.</p>	<p>Successful: N/A</p> <p>Minimally Effective: N/A</p> <p>Unsuccessful: N/A</p>
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Alternative Indicator Sheet

National Interest: American Citizens and U.S. Borders

Performance Goal 7

Strategic Goal: Enhance the ability of American citizens to travel and live abroad securely

<p>Memoranda of Understanding between State and each of the 216 domestic and international airlines serving the United States regarding U.S. citizen passengers in the event of an air disaster.</p>	<p>MOUs with the National Traffic Safety Board and 16 airlines. (7% of 216).</p>	<p>Successful: Interagency Action Plan and MOUs with 10 additional airlines (5%). Total MOUs with airlines: 26 (12% of 216).</p> <p>Minimally Effective: Interagency Action Plan</p> <p>Unsuccessful: No activity.</p> <p>Interagency Action Plan agreed to and posted on NTSB web site (www.nts.gov/publicn/1999/SPC9903.htm) Focus on efforts to prepare Americans abroad for the possibility of Y2K-related disruptions affecting their safety made further efforts toward this goal impossible.</p>	<p>Successful: MOUs with 10 additional airlines.</p> <p>Minimally Effective: MOUs with 5 additional airlines.</p> <p>Unsuccessful: No activity.</p>
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Alternative Indicator Sheet

National Interest: American Citizens and U.S. Borders

Performance Goal 7

Strategic Goal: Enhance the ability of American citizens to travel and live abroad securely

<p>Case workload per officer to left-behind parents in child abduction cases.</p>	<p>140 cases per officer; cases are diverted to the National Center for Missing and Exploited Children (NCMEC).</p>	<p>Successful: 80 cases per officer; State handles all Abduction Convention cases.</p> <p>Minimally Effective: Caseload continues at FY 1998 levels. National Center for Missing and Exploited Children continues to handle some cases.</p> <p>Unsuccessful: Caseload per officer increases significantly.</p> <p>Request for additional FTE was not approved, hampering ability to reduce caseload. Efforts to get additional FTE for FY 2000 were successful. NCMEC Liaison Officer was appointed.</p>	<p>Successful: 80 cases per officer</p> <p>Minimally Effective: 100 cases per officer.</p> <p>Unsuccessful: Caseload per officer increases significantly.</p>
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National Interest: American Citizens and U.S. Borders

Performance Goal 8: Border Crossing Cards

Strategic Goal	Control how immigrants and non-immigrants enter and remain in the United States			
Outcome Desired	All persons using Border Crossing Cards to enter the United States after October 1, 2001 will use a card issued after April 1, 1998			
Performance Goal	Replace approximately 5.5 million Border Crossing Cards by October 1, 2001 without disrupting cross-border travel and trade			
Strategies & Tactics	Consular officers at posts in Mexico adjudicate BCC applications, then forward the applicant’s photo, biometric and biographical data electronically to the Immigration and Naturalization Service (INS). INS produces the secure, credit card-sized document in the U.S. and returns it to Mexico.			
Indicators		Baseline FY ’98	Target Level FY ’99	Target Level FY ’00
See attached Alternative Indicator Sheet				
Resources				
Personnel Resources:				
State Operations: (Fee funded (MRV))		20,687,000		
Foreign Operations:				
Admin:				
TOTAL:		20,687,000		
Country	Worldwide			
Lead & Partners	CA, H, FSI, PA, M, FMP, FBO, A, IM, WHA, Overseas Missions, DOJ			
Data Verification and Validation				
Verification				
Data Source: CA				
Data Storage: CA				
Frequency: CA				
Assumptions & External Factors	<ul style="list-style-type: none">INS will be able to issue no more than 1,000,000 BCCs per year.Funds currently generated by the Machine Readable Visa (MRV) application fee paid by persons seeking non-immigrant visas will continue to be available.			

Alternative Indicator Sheet

National Interest: American Citizens and U.S. Borders

Performance Goal 8: Border Crossing Cards

Indicators	Baseline FY '98	Target Level FY '99	Actual Level FY '99
BCC applications taken in Nogales	Consulate not open at Nogales	Successful: Consulate opened in November 1998. 36,000 applications taken Minimally Effective: Consulate opened. 20,000 applications taken Unsuccessful: Consulate not opened	Successful: Consulate is fully operational, adjudicating about 150,000 applications annually Minimally Effective: FY 1999 adjudication levels maintained Unsuccessful: Consulate not opened 29,407 applications adjudicated
BCC applications taken in Nuevo Laredo	Zero applications taken	Successful: 70,000 applications taken Minimally Effective: 20,000 applications taken Unsuccessful: No BCC applications taken	Successful: 75,000 applications taken Minimally Effective: FY 1999 adjudication levels maintained Unsuccessful: Adjudication levels decline 32,794 applications adjudicated

- 6 more posts in Mexico brought on-line to process BCCs
- Expanded staffing, and increased productivity as we gained experience with a radically new visa system
Deliberately kept the number of appointments for replacement BCCs lower than demand as we added facilities and staffing and INS added card-production capacity. As INS increased its capacity, we began accepting more applications, reaching 30,000 per week at year's end
- Priority given to unexpected surge in first-time applicants. Of the BCCs issued, about half are replacements and half are for first-time applicants
- In FY 2000, adjudications should exceed 40,000 per week, ~15% above the State Department's portion of INS' card production capacity. The target of replacing all existing BCCs by FY02 will be impossible to meet without additional increases in production capacity.
- Possible pilot project to test local card production as a means to meet the shortfall between production capacity and need



FY 1999 Performance Report



Law Enforcement



Performance Goal 9: Drugs & Crime**National Interest: Law Enforcement**

Strategic Goal	Reduce the entry of illegal drugs into the United States and minimize the impact of international crime on the United States and its citizens.			
Outcome Desired	Improve law enforcement and criminal justice institutions in targeted countries.			
Performance Goal	State will train foreign governments in methods and techniques of combating international crime and drug trafficking			
Strategies & Tactics	<ul style="list-style-type: none">Negotiate agreements with foreign governments to establish international law enforcement academies.Improve the efficiency and effectiveness of judicial institutions through international criminal justice training.Enable foreign governments to conduct increasingly sophisticated drug trafficking investigations, conduct financial investigations, and interdict shipments of drugs through receipt of specialized training.			
Indicators (Quantitative) <ul style="list-style-type: none">Establish International Law Enforcement AcademiesNumber of training course participants for ILEANumber of non-ILEA training participants for both in country and regional training		Baseline FY '98	Target LevelFY '99	Actual Level FY '99
		1	2	2
		1,057	1,774	1,774
		5,522	6,308	6,308
Resources				
Personnel Resources:		8	8	8
Foreign Operations:		12.654	10.975	10.975
Country	All overseas posts			
Partners	Regional bureaus, DS, other USG law enforcement agencies			
Data Verification and Validation				
Data Source: INL/ENT reporting				
Data Storage: INL/ENT				
Frequency: quarterly				
Assumptions & External Factors	<ul style="list-style-type: none">Increasing globalization of crime requires additional cooperation among law enforcement agencies across national borders.Foreign governments have the political will to professionalize the capabilities of law enforcement and criminal justice institutions.The U.S. continues to provide specialized training and technical assistance to foreign countries via USG-funded programs provided by U.S. law enforcement agencies.			

National Interest: Counterterrorism

Performance Goal 10: Counterterrorism

Strategic Goal	Save lives by reducing the severity and incidence of international terrorist attacks, particularly against American citizens and interests. The Department seeks to minimize casualties, physical destruction of property, and the political effects of terrorism, especially against U.S. foreign policy interests.
Outcome Desired	<ul style="list-style-type: none">• Strengthening the international cooperation, the political will and the operational capability of countries willing to counter terrorism.• Countering both the overt or quiet support for terrorist activities by those who may sympathize with the terrorists' political objectives or use terrorism to pursue their own goals.• Pursuing and bringing to justice terrorist fugitives, to both punish their crimes and serve as a deterrent.• Taking the offensive against terrorists by curbing their money, munitions and freedom of movement, eliminating their safe havens, and undermining their support.• Curtailing the ability of specific groups, such as Bin Ladin, to conduct terrorist operations in numerous countries.• Bringing international pressure to bear against terrorists, their organizations, and regimes that support them.• Enhancing counterterrorism and antiterrorism capabilities of U.S. departments and agencies and selected foreign governments through technological developments.
Performance Goal	<ul style="list-style-type: none">• Strengthened international determination, cooperation and tools to prevent terrorist attacks and to catch and punish terrorists.• Use of necessary unilateral, bilateral and multilateral steps to prevent terrorists from attacking American citizens and interests and to prevent major attacks, such as the bombings of the U.S. embassies in East Africa in 1998.

National Interest: Counterterrorism

Performance Goal 10: Counterterrorism

Strategies & Tactics	<ul style="list-style-type: none">• The threat and counter-strategies continue to evolve, as new and often loosely knit radical groups emerge that overshadow many of the older, secular groups. The willingness of some terrorists to commit suicide in order to kill as many persons as possible makes it more difficult for security forces to take effective counter measures.• We work closely with the intelligence community to detect terrorist activities and with security forces in other countries to bolster their ability to deter attacks.• We strive to minimize the frequency, severity and impact of terrorist attacks, through the use of economic and diplomatic pressures, practical measures and cooperation with other governments.• Maintain international sanctions and pressures against the Taliban for harboring Bin Ladin's group.• We utilize specific programs and resources to pursue our goals. These programs include:<ol style="list-style-type: none">1. Providing antiterrorism training (ATA) to security officials of friendly countries to improve their ability to counter terrorist threats;2. Conducting exercises and readiness programs for U.S. personnel;3. Developing new technologies to detect and neutralize chemical and biological agents and explosives; and protect personnel and installations;4. Offering rewards for apprehension of terrorists and prevention of attacks;5. Deploying interagency response teams and/or military forces overseas if appropriate.• Tactics include expanding current programs and new initiatives for which we support funding in FY 2000 and 2001. They are:<ol style="list-style-type: none">1. Expanded antiterrorism training assistance to other countries.2. Establishment of a dedicated center for antiterrorism and security training.3. Assisting other countries in programs/procedures to intercept terrorist trying to enter their territory.4. Contributing to and providing policy direction to interagency counterterrorism Research and Development program.5. Replacement of obsolete and unreliable aircraft dedicated to deployment of Foreign Emergency Support Team.
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National Interest: Counterterrorism

Performance Goal 10: Counterterrorism

Indicators	Baseline FY '98	Target Level FY '99	Actual Level FY '99
<ul style="list-style-type: none"> Level of terrorist attacks against American citizens and interests, the rate of casualties, and the trend in international terrorism worldwide. Data Source: CIA, Embassies. Identification of terrorist threats and prevention of terrorist attacks. Data Source: CIA, Embassies, and DS. Level of coordination and cooperation among friendly governments in sharing information, techniques, and training. Data Source: Embassies, S/CT, DS Adherence to and use of international treaties on terrorist crimes, including prosecution, extradition, and mutual legal assistance obligations, including the new, U.S.-proposed treaty on suppression of terrorist bombings. Data Source: S/CT, L/T, Embassies Projects undertaken to develop equipment for detection of explosives and CB agents, render them harmless, and to provide added protection to U.S.personnel and facilities. Data source: Interagency U.S. R&D community Level of professionalism, training and quality of equipment in key friendly countries. Data Source: ATA, Embassy RSO's, FAA, DOD Level of fundraising activity on behalf of terrorist groups. Data Source: Intelligence Community; Department of theTreasury. 	<p>Casualties extremely high due East Africa bombings</p> <p>Information classified</p> <p>Provided training to Countries, held bilateral meetings</p> <p>Substantial adherence to existing conventions</p> <p>130 projects</p> <p>Trained 2000 students in ATA program</p> <p>Sensitive intelligence issue. No meaningful unclassified data.</p>	<p>Reduce numbers substantially; general downward trend</p> <p>Identify threats early, prevent attacks.</p> <p>Hold major int'l. conference and training with 40 countries</p> <p>Increase signatories, to older conventions, Ratification of new bombing convention</p> <p>55 enhancement projects developed</p> <p>Train 2100 persons. complete FY99 training for AF and NIS; launch terrorist Interdiction Program Initiative; more intelligence being gathered, begin training counter programs.</p>	<p>Casualties down sharply, number of minor attacks up</p> <p>Major attacks thwarted in December</p> <p>Held 24-nation conference; provided training to 40 countries</p> <p>Ratified bombing convention, negotiated new fundraising convention.</p> <p>55 projects developed</p> <p>Trained 2100 persons, completing pre-training assessments for additional vulnerable countries; TIP funding deferred until FY 2000-01; initial seminars held, finished developing course</p>

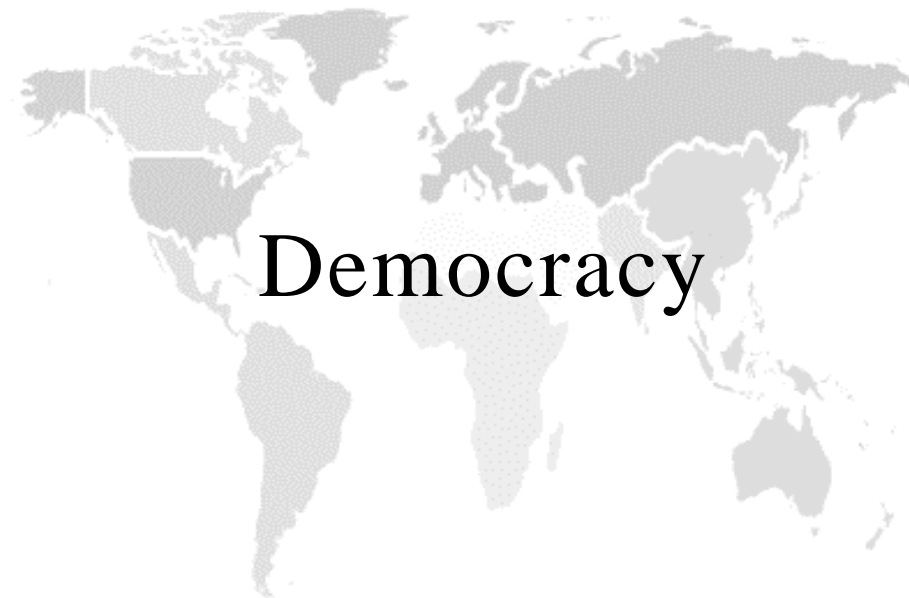
National Interest: Counterterrorism

Performance Goal 10: **Counterterrorism**

Resources		FY '99		
		<u>State Operations:</u>		
		D&CP	\$1.9M	
		D&CP—R&D	\$2.8M	
		Positions (FTE)	22	
		<u>Foreign Operations:</u>		
		NADR – ATA	\$38.5M	
		NADR – Terrorist Interdiction Program	(includes supplemental)	
Country	Worldwide			
Lead & Partners	Lead: DOS-S/CT; Partners: DOJ, DOD, CIA, DOE, Treasury, FAA			
Data Verification				
Data Source: Patterns of Global Terrorism – annual DOS publication.				
Secretary’s Designation of Foreign Terrorist Organizations – biennial statutory requirement.				
Data Storage: DOS/INR				
Frequency: As stated				
Assumptions & External Factors	There is an ebb and flow in terrorist activities dictated by world events, individual acts, new terrorist weapons and causes, as well as new counterterrorism devices, strategies and resource commitment.			



FY 2001 Performance Plan



National Interest: Democracy and Human Rights

Performance Goal 11: Elections

Strategic Goal	Democracy and Human Rights
Outcome Desired	Consolidation of new democracies and international consensus on right to democracy
Performance Goal	Provide support for governments and non-governmental organizations to hold free and fair elections
Strategies & Tactics	<p><u>Strategies</u></p> <ul style="list-style-type: none">• Replace ad hoc efforts with strategic oversight and coordination of programs.• Secure international recognition and acceptance of democracy as a universal human right.• Strengthen regional and other multilateral efforts to promote democracy <p><u>Tactics</u></p> <ul style="list-style-type: none">• Increase the size of the Human Rights and Democracy Fund
Country	Worldwide, with primary focus on Afghanistan, Azerbaijan, Bangladesh, Belarus, Bosnia, Burma, Cambodia, China, Colombia, Cuba, East Timor, Egypt, Georgia, Haiti, India, Indonesia, Jordan, Kazakhstan, Kenya, Kosovo, Mali, Mexico, Mongolia, Morocco, Nepal, Niger, Nigeria, Pakistan, Peru, Romania, Russia, Serbia, Sierra Leone, South Africa, Sri Lanka, Turkey, Uganda, Ukraine, Venezuela, Yemen
Lead Partners	DRL Regional bureaus, G, IO, PA, USIA, USAID, DOJ, Commerce, Congress, NGOs, UN, democratic governments

Performance Goal 11: Elections

Data Verification and Validation

Indicator 1: Number of countries rated free and partly free by Freedom House

Verification

Data Source: Freedom House's Annual Comparative Survey of Freedom

Data Storage: DRL/DP

Frequency: Annually

Validation: Freedom House's survey is well known and extensively used.

Indicator 2: Number of democratic transitions

Verification

Data Source: Post reporting, Country Reports on Human Rights Practices

Data Storage: DRL/DP

Frequency: Annually

Validation: Country Reports are widely regarded as comprehensive and accurate

Indicator 3: Status of International consensus on the right to democracy

Verification

Data Source: Post reporting, UN Documents

Data Storage: DRL/MLA

Frequency: Annually

Validation: The U.S. and the UN regularly report on developments on UN actions

Assumptions and External Factors

Assumptions

- Authoritarian regimes will continue to resist giving up power.
- Awareness of and desire for democratic governance will continue to grow in repressive societies.
- Democracy will, over time, emerge as an internationally-recognized universal human right.

External Factors

- The consolidation of democracy is necessarily a long, complex and imperfect process fraught with the potential for temporary setbacks.
- The American people will continue to support strongly efforts to promote democracy overseas.

Alternative Indicator Sheet

National Interest: Democracy and Human Rights

Performance Goal 11: Elections

Indicators	Baseline FY '98	Target Level FY '99	Actual Level FY '99
Number of countries rated free and partly free by Freedom House (FH).	81 countries free, 57 partly free	Successful: Net gain of five or more countries in the free or partly free categories. Minimally Effective: Net gain of 1-4 countries to the free or partly free categories. Unsuccessful: Zero net gain or net loss of countries to the free or partly free categories.	88 countries free, 53 partly free. Successful: Net gain of seven countries to the free category
Number of democratic transitions.	Transition in Liberia	Successful: USG democracy funding helps bring about positive change in 4 or more countries. Minimally Effective: USG democracy funding helps bring about positive change in 1-3 countries. Unsuccessful: USG democracy funding does not bring positive change to any countries.	Democratic transitions begin in Nigeria, Indonesia, Niger; democratically-elected government restored in Sierra Leone. Successful: USG democracy funding played an important role in facilitating these transitions as well as positive developments in Bosnia, Croatia, and elsewhere. helps bring about positive change in 4 or more countries
Status of international consensus on the right to democracy.	US begins effort to promote right to democracy		Successful: CHR passed resolution recognizing a right to democracy by a vote of 51-0-2.

Alternative Indicator Sheet

National Interest: Democracy and Human Rights

Performance Goal 11: Elections

Indicators	Baseline FY '98	Target Level FY '99	Actual Level FY '99
Number of countries rated free and partly free by Freedom House (FH).	81 countries free, 57 partly free	Successful: Net gain of five or more countries in the free or partly free categories. Minimally Effective: Net gain of 1-4 countries to the free or partly free categories. Unsuccessful: Zero net gain or net loss of countries to the free or partly free categories.	88 countries free, 53 partly free. Successful: Net gain of seven countries to the free category
Number of democratic transitions.	Transition in Liberia	Successful: USG democracy funding helps bring about positive change in 4 or more countries. Minimally Effective: USG democracy funding helps bring about positive change in 1-3 countries. Unsuccessful: USG democracy funding does not bring positive change to any countries.	Democratic transitions begin in Nigeria, Indonesia, Niger; democratically-elected government restored in Sierra Leone. Successful: USG democracy funding played an important role in facilitating these transitions as well as positive developments in Bosnia, Croatia, and elsewhere. helps bring about positive change in 4 or more countries
Status of international consensus on the right to democracy.	US begins effort to promote right to democracy	Successful: UN Commission on Human Rights (CHR) adopts resolution on right to democracy Minimally Effective: CHR Resolution generates significant interest in idea of such a right. Unsuccessful: CHR does not pass resolution on right to democracy.	Successful: CHR passed resolution recognizing a right to democracy by a vote of 51-0-2.